



# HR Practitioner

2005 Spring Newsletter

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## FORMER GEORGIA MERIT SYSTEM COMMISSIONER TO HEAD CPS ATLANTA OFFICE

*Marjorie Young brings record of success in public sector human resources to CPS*

CPS Human Resource Services is pleased to announce the appointment of Marjorie Young, former Commissioner of the Georgia Merit System, as the Manager of the newly-opened CPS Southeastern Region office in Atlanta, Georgia.

"Marjorie is an outstanding addition to our team," says Bob Lavigna, CPS Senior Manager, Client Services Group-East, who is responsible for expanding the CPS presence in the South, Midwest, and East. "We are very fortunate to have attracted one of the top public sector HR leaders in the country. Marjorie's knowledge and experience further enhance the CPS team of highly skilled professionals."

Before joining CPS, Young served as the Commissioner of the Georgia Merit System from 1999-2004. She was the first African American to serve in this position. Under her leadership, Georgia was selected as the state with the best HR system in the nation by Governing Magazine. Young began her 33-year public sector career as a mental health professional at Georgia Health Institute and continued serving in the Georgia Public Health Department and the Department of Human Resources.

The recently retired Commissioner joined CPS because of her strong desire to continue her work in the public sector. "I decided to join CPS because it is a values-driven organization dedicated to client satisfaction and improving public sector human resources. I look forward to helping CPS develop and grow our business in the Southeast." CPS



has already worked with many clients in the Southeast, including the City of Atlanta.

Young, a native of Bartow, Florida, is a graduate of Morris Brown College in Atlanta, where she received a bachelor's degree in psychology. She also has two master's degrees,

in public administration and psychological counseling, from Georgia State University.

Throughout her career, Young has received local and national recognition for her achievements and outstanding leadership skills, including the Maynard Holbrook Jackson Leadership and Public Service Award, plus the highest individual leadership award from the National Association of State Personnel Executives, and selection as one of the "100 Most Influential Women in Georgia."

Young will manage the CPS Southeastern Region office which offers a full range of HR consulting products and services to public and non-profit organizations. To learn more about CPS or to put the Atlanta consulting services team to work for your agency, contact Marjorie Young at 770.399.5515 or email [myoung@cps.ca.gov](mailto:myoung@cps.ca.gov).

## CPS HUMAN RESOURCE SERVICES TRAINING CENTER EXPANDS OFFERINGS

*New courses fill void left by closure of State Training Center and fulfill requirements of new legislation AB1825*

CPS Human Resource Services has significantly expanded the course offerings available through the CPS Training Center. The new courses fill the void left by the closing of the California State Training Center (STC) earlier this month.

"Once we learned about the closing of the STC, CPS moved quickly to add courses to our Training Center so that the needs of State employees could continue to be met," said Mertianna Georgia, CPS Senior Manager.



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*Human Resource Services*

## EXECUTIVE CORNER

What makes CPS different? It is our commitment and focus in delivering the very best products and services to our clients. It is the experienced talent we hire and retain. With our understanding of the public sector, we partner with clients to provide sound and economical solutions to their HR needs.

In our early years, CPS provided testing and test administration services for state and local agencies. Today, we have evolved into a full-service provider of a wide spectrum of HR and HR-related services exclusively for public sector and nonprofit agencies. We have kept our focus in developing and acquiring products and services that improve HR management in all forms of government.

We also know hiring a talented staff is essential to our success. As you may have read in the front page article, we announced Marjorie Young as the new senior manager for our Atlanta office. During her tenure as the Commissioner of the Georgia Merit System, the State of Georgia was named the best HR system in the nation by *Governing Magazine*.

We also added a Senior Manager for Marketing, Geralyn Gorshing. Geralyn brings to CPS an international acumen for product and service marketing. Her expertise in strategy, branding, product development, and advertising will better position CPS for its continued planned expansion and growth. Both Marjorie and Geralyn's expertise will be a valuable asset to us and our clients.

Our clients tell us how much they appreciate our partnership approach. Whether it is developing assessment centers or licensing and certifying professionals, we will work with you to provide the very best solutions in helping you optimize your HR potential.

We invite you to visit our Web site and learn how CPS can help you on your next project.

*Jerry Greenwell, CEO*



... "Training Center Expands" continued from page 1

Many of the new classes feature the same curricula and instructors that were offered through the STC in the past. On average, fees for the training courses have been reduced by up to 20%. The first series of training is being held in Sacramento, but additional locations will be added in the future. Public agencies can contact CPS to arrange onsite courses for their employees.

CPS caters to the training needs of public sector employees and has provided training to more than 25,000 public employees on a variety of topics. CPS instructors are well-versed in the topics they teach. For more information about the CPS Training Center, please contact Sue Somatis 916.263.3614 x 3054 or [sas@cps.ca.gov](mailto:sas@cps.ca.gov).

### CPS Training Center courses include:

- Administrative Writing
- Basic Supervision
- Budget Change Proposal Overview
- Budget Process Workshop
- Completed Staff Work
- Conflict Management
- Customer Service Excellence
- Dealing with Difficult People
- Developing Analytical Skills
- Grammar
- Introduction to Analytical Staff Work
- Introduction to Critical Thinking
- Lead person Workshop
- Legislative Bill Analysis
- Meet You at the Crossroads
- Problem-Solving and Decision-Making
- Project Management
- Seven Habits of Highly Effective People
- Sexual Harassment: Pay Attention to Prevention
- Strategic Planning Workshop
- Time Management
- Writing Letters and Memos



## NACo MEMBERS BENEFIT FROM THE NATIONAL HR ALLIANCE

The National HR Alliance, a coalition of HR providers including CPS Human Resource Services, was selected by the National Association of Counties (NACo) to be a partner in providing human resource services to counties. The HR Alliance finds cost-effective human resource solutions for counties across the United States.

"The National HR Alliance is committed to providing all counties with the resources they need to be successful," says Judy Capaul, CPS Consultant. "Whether a county needs help with hiring, retaining, managing, or keeping employees healthy and safe, the National HR Alliance is there to help."

NACo selected the National HR Alliance because of its capacity to offer a wide array of services with an emphasis on risk avoidance. Examples of the HR services available include:

- Pre-Employment Services: Background Checks/Reference Checks, Drug Testing, and Employment Skills Testing
- Human Resource Services: 24-Hour Employee Hotline
- Compensation & Benefits: Classification and Compensation; Public Officials Liability
- Health, Safety, & Environmental Services: Web-based Ergonomic Training and Industrial Safety & Health



During the 2005 NACo Annual Conference, CPS will be available to answer questions about the program and show you how your

county can benefit from the HR Alliance services. For more information, visit [www.cps.ca.gov](http://www.cps.ca.gov), [www.nationalhralliance.com](http://www.nationalhralliance.com), or contact Judy Capaul at 916.263.3614 x 3153 or [jcapaul@cps.ca.gov](mailto:jcapaul@cps.ca.gov).

# WE DELIVER CONSULTING SOLUTIONS FOR PUBLIC AGENCIES!

CPS Consulting Services provides comprehensive, cost-effective, real-world, everyday consulting solutions for public and nonprofit agencies. Whether you are new to government work or a multi-agency veteran, CPS can help. With more than 70 years of experience, we have partnered with hundreds of federal, state, and local government agencies to build smarter, streamlined, efficient, productive organizations. Our experienced Consulting Services staff can help you master any management issue.

## Here's a sampling:

- From the top, CPS can show you ways to identify managerial competencies, develop strategic workforce plans, and attract highly-qualified managers and supervisors.
- At the staffing level, CPS can partner with your training, help design and implement the most effective search and hiring plans, and provide cost-efficient work processes and designs.
- Tying everything together, CPS can help your agency in dealing with the public and other governmental agencies while internally, we offer employment investigative services and mediation solutions.



## OUR CONSULTANTS COVER A WIDE RANGE OF SPECIALTIES

CPS partners with dozens of experienced, professional, insightful consultants in every area of HR, management, and government service. Here are just some of the consulting services we can provide for your agency

- Career Development/Mentoring
- Change Management
- Classification Studies (Includes survey and design, job analysis)
- Conflict Resolution and Intervention
- Employee Relations
- Employee Screenings/Background Checks
- Ethics Training
- Executive and Leadership Coaching
- Executive Performance Review and Compensation Analysis
- Executive Search
- Facilitation and Partnering Services
- Governing Board-Executive Manager Goal Setting
- HR Outsourcing
- Investigations (Includes fact-finding)
- Management and Organizational Reviews
- Organizational Assessment, Development and Redesign
- Performance Management (Includes 360-review assessment, performance appraisal system design and development)
- Policies and Procedures Review and Development
- Recruitment and Staffing
- Salary and Compensation Studies
- Selection and Assessment Services
- Strategic Planning
- Succession Planning
- Surveys (Includes employee attitude surveys, client surveys)
- Temporary HR Professionals
- Training Products and Services (Includes ethics training, workplace, employment law, and other training)
- Work Process Redesign and Reengineering
- Workforce and Human Capital Planning

*We recognize the need to provide affordable consulting services – so we are flexible in working within your fiscal calendars and cost constraints.*

FOR MORE INFORMATION ABOUT OUR CONSULTING SERVICES, VISIT [WWW.CPS.CA.GOV](http://WWW.CPS.CA.GOV)

### OR CALL

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**800.822.4277 x 3019**



# CPS AND ANNIE E. CASEY FOUNDATION IDENTIFY BEST PRACTICES TO IMPROVE HUMAN SERVICES WORKFORCE

## Pay for Performance and Advance Hiring process two key outcomes

*Human services delivery is rapidly reaching a state of crisis. Despite overwhelming evidence that even small investments in recruitment and retention generate significant gains for children and families, human services workers are asked to do more with less every year.*

Annie E. Casey Foundation, among the largest philanthropies dedicated to improving the lives of disadvantaged children, has embarked on a long-term project to address the critical condition of the workforce that serves America's most disadvantaged children and families. The initiative

highlights the urgent need to recruit and retain workers who have the right training and support to deliver crucial help in shaping the lives of vulnerable children, youth, and families.

Since 2001, CPS has been a key partner in this national effort. Most recently, CPS was commissioned by the Foundation to conduct a nationwide search to identify and document human resource management (HRM) best practices in public sector human services organizations.

"For HR professionals, the work does not get any better than this" says Connie Champnoise, CPS project manager for the study. "To be involved in a long-term study like the Human Services Workforce Initiative is very gratifying, particularly for me and for CPS, which is dedicated to improving the quality of the public service workforce."

Based on the national study, CPS identified a series of leading-edge practices. Right now, Connie and her team are focusing on two of these leading practices: The Michigan Department of Human Services "Centrally Coordinated Hiring Pool;" and The Hamilton County (Ohio) Job and

Family Services Agency "Pay for Performance Program"

One goal of the CPS contribution to the Casey Foundation project is to provide other human services agencies with information and tools to improve their workforces. To do this, CPS is developing "How To" guides that will be shared with human service organizations across the country interested in implementing leading-edge practices. "Working to improve HR management in the public sector is the cornerstone of the CPS mission. By sharing our results, we can help human services agencies across the country deliver better services for the families and children they serve," said Bob Lavigna, Senior Manager for Client Services Group-East, the CPS office managing the project. "The result will be better outcomes for these children and their families," according to Lavigna.

To learn more about the CPS partnership with the Annie E. Casey Foundation and our recent best practices research, contact Connie Champnoise ([cchampnoise@cps.ca.gov](mailto:cchampnoise@cps.ca.gov)) or Bob Lavigna ([rlavigna@cps.ca.gov](mailto:rlavigna@cps.ca.gov)) at 877.645.6823.



## CPS EMPLOYEES GIVE GIFTS OF LOVE

### 1,400 Pairs of Socks Donated to Needy Families

During the harsh winter season, the Gifts of Love Committee, which has been in existence for the past five years, generated an idea to collect new socks for needy families. "The winter gets pretty cold, and we wanted to do something to help these families keep warm," said Susan Yee, chair of the Gifts of Love Committee. "When we were told that there was a huge need for socks, the committee knew this was something every CPS employee could participate in."

CPS employees from across the country surpassed the committee's goal by nearly 400 pairs of socks by donating nearly 1,400 pairs to charity. The socks were donated to nonprofit organizations including the Children's Receiving Home, Women Escaping a Violent Environment, and the

Sacramento Area Emergency Housing Center. In addition to donating the socks, the committee donated 200 packets of toiletry items to the Sacramento Area Emergency Housing Center.

"Having warm socks to wear throughout the winter season is essential. We are glad that we could bring some holiday happiness to children in our community," adds Yee.

*Thank you to the CPS who served on the Gifts of Love committee:*

Hedy Deghan  
Phyllis Benson  
Phyllis Lawyer  
Connie Hammons  
Karen Wong

Teresa Howard  
Steve Nyholm  
Debbie Cranmer  
Susan Yee



## HR ACADEMY CERTIFIES TEN GRADUATES

CPS is proud to announce ten students have successfully completed the certification classes for the HR Academy. Established by CPS in partnership with California State University, Sacramento, College of Continuing Education, the HR Academy awarded certificates to the students who completed all five courses in the educational series.

Coursework for the HR Academy includes: The Fundamentals of Human Resources, Classification and Compensation, Examination Development, Recruitment and Examination Administration, and Employee Relations.

### Congratulations to the HR Academy Fall 2004 graduating class:

Stacey Camarillo	Christina Gendreau
Randal Lee	Doreen Wong
Patricia Romie	Margie Hertneck
Shelley Zimmerman	Jennifer Mastroianni
Laura Cordes	Carmela Santos-Robbins

For more information about the HR Academy, visit [www.cps.ca.gov](http://www.cps.ca.gov) and click on the Training Center link or contact Judy Capaul at 916.263.3614 x 3153 or [jcapaul.cps.ca.gov](mailto:jcapaul.cps.ca.gov).



## EXPANDING TO MEET THE NEEDS OF OUR CLIENTS

### Welcoming the new faces at CPS Human Resource Services

CPS Human Resource Services is pleased to announce the addition of several new employees. Please join us in welcoming the following new CPS staff members:

#### Sacramento Home Office

Michael McCullough  
Tim Morgan  
Kinsey Mitchell  
Cynthia Parkinson  
Heidi Romey  
Geraldyn Gorshing  
Curtis Fogle

#### Philadelphia

Joseph Mancuso

#### Denver

William Morrissey

#### Boston

Bobbi Oxendine

#### Atlanta

Jeffrey Tabol  
Wayne Wright

#### Crystal City

Lynette Thibodeaux  
Marjorie Young

#### Washington, D.C.

Timothy Marshall

## INDUSTRY LEADING PRE-EMPLOYMENT ASSESSMENT SYSTEM AVAILABLE THROUGH CPS

CPS Human Resource Services is pleased to announce its partnership with Hogan Assessment Systems. Hogan Assessment Systems is the industry leader in providing pre-employment tools that combine the science of personality assessment with practical business experience. The Hogan instruments help employers select the best candidates to staff their organizations in an efficient and economical manner.

A variety of inventories designed to predict job performances are available. The Hogan Personality Inventory (HPI) has been shown to accurately predict employee performance, turnover, absenteeism, and poor customer service. The HPI was the first personality inventory developed specifically for the business community. Other instruments in the Hogan suite of products include the Leadership Forecast Series, which offers insights into several critical aspects of leadership, and the Motives, Values, Preferences Inventory, which assesses the core values of individuals in comparison to the culture of the organization. The Hogan instruments can be administered in a paper-and-pencil or a computerized format. The instruments take less than 30 minutes to complete. To find out more about the Hogan pre-employment inventories, please call the CPS Test Rental team at 866.867.5272.



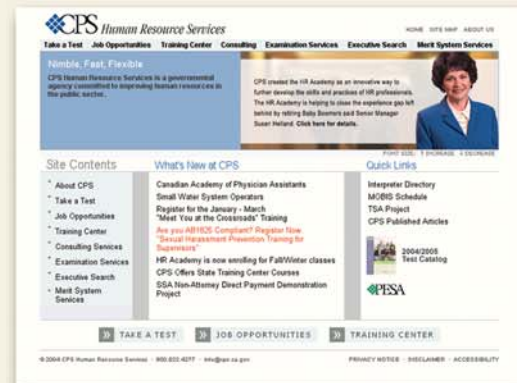
## NEW AND IMPROVED CPS WEB SITE

CPS Human Resource Services has launched a new design for its web site. The site, [www.cps.ca.gov](http://www.cps.ca.gov), makes it easier for visitors to locate information about CPS' consulting, examination services, executive search, training and related services.

The CPS Web site includes enhanced content as well as improved navigability. The new home page provides direct access to the latest CPS news, as well as quick links to tests, trainings and CPS products and services. Visitors can also link directly to HR articles written by CPS senior managers that focus on issues facing public sector agencies.

### Other features include:

- A listing of Executive Searches conducted by the CPS Executive Search division
- Signing up to receive the CPS HR Practitioner newsletter via email
- Simplified presentation of product and services information



### Sign-Up for eNews today!

Start receiving the HR Practitioner via email. Visit [www.cps.ca.gov](http://www.cps.ca.gov) and click on the eNews sign-up link. It is that easy.

## A SUCCESSFUL RECRUITMENT STARTS WITH THE EXPERTS AT CPS EXECUTIVE SEARCH

### Helping public agencies fill key positions

CPS Executive Search offers expert support to public agencies and nonprofit organizations seeking quality executive search, training, and HR advisory services. Our goal is to identify and recruit individuals who meet our client's qualifications, complement the organization's culture, and can make a positive contribution to the long-term vision of any agency. For more information about CPS Executive Search services, please call 916.263.1401.

#### Here are some of the most recent positions filled by CPS Executive Search:

**Yolo-Solano County Air Quality Management District, California**

Mat Ehrhardt

*Executive Director/Air Pollution Control Officer*

**Butte County, California**

Shawn O'Brien

*Assistant Director of Public Works*

**City of Sunnyvale, California**

Deborah Barrow

*Library Director*

**Castaic Lake Water Agency, California**

Ken Petersen

*Engineering & Operations Manager*

**Sonoma County, California**

Rita Scardaci

*Director of Health Services*

**Port of Long Beach, California**

Michelle Mooney

*Port Leasing Sales Officer*

**City of Brentwood, California**

Donna Landeros

*City Manager*

**Southern California**

**Association of Governments**

Keith Killough

*Director of Information Services*

**City of Tustin, California**

Scott Jordan

*Police Chief*

### FULL SERVICE. FULLY CAPABLE.

From HR consulting, executive search, and recruitment to providing a full array of customized examinations and assessment center services, CPS is the leader in providing quality HR solutions for public agencies and nonprofit organizations.

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